

SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN

2018 – 2019



LETSEMENG LOCAL
MUNICIPALITY

The new financial year straddles midway through what would have been the centennial celebrations of Dr. Nelson Mandela, our struggle icon who fought selflessly and tirelessly in pursuit of lofty ideals of equality and humanity for all the citizens of South Africa. Even from behind the cells of apartheid, Tata Madiba remained unfazed – driven by hope that one day (this) beloved country would be free and join other nations of the world in observing the rule of law and respecting the values of democracy.

We further learn these attributes to be reminiscent in the life of Mama Albertina Sisulu who inspired women to take their rightful place as partners in the struggle not only for emancipation of women, but for empowerment, development and equity across all walks of life.

Central to the ideals of these iconic figures and historians is their love for their country and the flowing desire to see our nation and its people counted among the most developed, empowered and prosperous nations of the world. This desire was always fuelled by hard work, dedication and commitment towards nation building.

As beneficiaries of their sacrifices, trials and tribulations, we owe it to our people to ensure that the dream becomes reality. We who are bestowed with responsibilities, owe it to our people to lead with vigour and selflessness as we fight other frontiers of our unfortunate past namely; *poverty, unemployment and inequality*.

At our disposal are the instruments of planning and service delivery for which we are custodian – especially of the ultimate outcome, a better South Africa for all. However, without a dedicated and hard-working team, no world class master plans can be seen to fruition. I therefore urge the political and administrative wings of this municipality to partner in this journey towards prosperity.

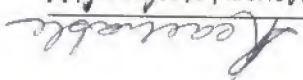
Guided by the *National Development Plan (NDP) Vision 2030* and the *Free State Growth and Development Strategy (FSGDS)*, the objective of our IDP is to ensure that the people of Letsemeng are provided with sustainable quality services and opportunities to attract new businesses and investments to our area. This way we will bring hope to our people.

As a vehicle to deliver on our promise, this Service Delivery and Budget Implementation Plan I am presenting to you, tabulates the municipal intentions towards advancing the ideals of the NDP, but also carries the hope of our people as we seek to unshackle the bonds of the mentioned triple challenges.

I therefore present to our partners ranging from our Council, communities, businesses and potential investors the Letsemeng Local Municipality's SDBIP for 2018/19.

We will be striving towards service excellence and building an effective and financially viable municipality – may we all grow, develop and prosper together.

I thank you;


Mayor: Letsemeng LM
Date: 26/07/2018

LETSEMENG LOCAL MUNICIPALITY

2018 – 2019

SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN

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2018 - 2019 SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN

1. INTRODUCTION

The Service Delivery and Budget Implementation Plan (SDBIP) for Letsameeng Local Municipality (LLM) for 2018/19 financial year is informed by LLM's Integrated Development Plan (IDP) and the Medium Term Revenue and Expenditure Framework (MTRF) for 2018/2019 to 2020/2021 period.

The development of SDBIP is a requirement under Municipal Finance Management Act (MFMA) and gives effect to the municipality's IDP and the annual budget. The SDBIP is an expression of the objectives of the municipality in quantifiable outcomes that will be implemented by the administration for the financial period of 1 July 2018 to 30 June 2019. The SDBIP includes the service delivery targets and performance indicators for each quarter that should be linked to the performance agreements of senior managers. These are integral to the implementation and entrenchment of our performance management system. The SDBIP facilitates accountability and transparency of the municipal administration and managers to the Council and Councillors to the community. It also fosters the management, implementation and monitoring of the reviewed IDP.

The SDBIP enables the Municipal Manager to monitor the performance of senior managers, the mayor to monitor the performance of the municipal manager and for the community to monitor the performance of the municipality as each service delivery projects to be implemented entail measurable performance targets and timeframes.

The SDBIP is compiled on an annual basis and includes a 3-year capital budget programme. The SDBIP is yet another step forward to realise the principle of democratic and accountable local government as enshrined in Section 152 (a) of the Constitution of the Republic of South Africa (1996).

The SDBIP is in essence the management and implementation tool which sets in-year information such as quarterly service delivery and monthly budget targets and links each service delivery output to the budget of the municipality. It further indicates the responsibilities and outputs for each of the senior managers and the senior management team, the resources to be used and the deadlines set for the relevant activities.

The SDBIP is a layered plan, with the top layer dealing with consolidated service delivery targets, and linking of such targets to senior management in the municipality. This is high-level and strategic in nature and is required to be tabled in Council for noting by the Mayor

The strategic SDBIP is intended for the use by the general public and councillors. Only this top layer of the SDBIP is published as the institutional SDBIP. Such high-level information should also include ward information, particularly for key expenditure items on capital projects and service delivery which will enable each Ward Councillor and Ward Committee members to oversee service delivery in their ward. The senior management is expected to develop the next (lower) layer of detail of the SDBIP, by providing more detail on each output for which they are responsible, and breaking up such outputs into specific activities and linking these to each middle-level and junior manager in their respective directorates.

2. MFMA legislative requirement

In terms of Section 53 (1) (c) (ii) of the MFMA, the SDBIP is defined as a detailed plan approved by the mayor of a municipality for implementing the municipality's delivery of municipal services and its annual budget, and which must indicate the following:

- (a) projections for each month of –
 - (i) revenue to be collected, by source; and
 - (ii) operational and capital expenditure, by vote
- (b) service delivery targets and performance indicators for each quarter, and
- (c) other matters prescribed being a management and implementation plan (not a policy proposal)

The SDBIP is not required to be approved by council. According to Section 53 of the MFMA, the Mayor is expected to approve the SDBIP within 28 days after the approval of the budget. This section requires her to take all reasonable steps to ensure that the SDBIP is approved within 28 days. In addition, the Mayor must ensure that the revenue and expenditure projections for each month and the service delivery targets and performance indicators as set out in the SDBIP are circulated or made public within 14 days after its approval.

3. Top-level SDBIP Targets and Indicators

The SDBIPs are required to include targets for service delivery projects to be implemented to measure physical and measurable progress as well as financial progress. The top level of the SDBIP includes measurable performance objectives in the form of service delivery targets and performance indicators that are provided to the community, detailing what impacts it seeks to achieve. These are drawn from the IDP programmes, services and activities that are relevant to each specific directorate as well as the statutory plans that the Directorates are responsible for. The SDBIPs therefore are the key mechanisms for monitoring the different responsibilities and measurable performance targets that each Directorate must fulfil in meeting service delivery needs provided to the community. The SDBIP is conceptualised as a layered plan, with consolidated service targets and corresponding deadlines and the linking of those measurable performance targets to senior management. The Municipal Manager's scorecard represents the consolidation of all the Municipal's detailed performance indicators and service delivery targets as contained in each Directorate's SDBIP. The community and stakeholders can review these targets and performance during the IDP process. The SDBIP is therefore living document that must be reviewed on an annual basis and it therefore needs to be publicised so that the public is provided with information on service delivery.

4. Linking the IDP and the Budget

Integrated Development Planning requires many different planning processes to be brought together in a seamlessly co-ordinated manner. In terms of linking service plans or service delivery and budget implementation plans of the individual directorate in the Municipality with the other planning processes in the IDP, the directorates routinely produce operational plans, capital plans, annual budgets, institutional and staffing plans, etc. to take the IDP forward. Clearly it is not feasible to include all of these details within the IDP document.

5. Reporting on SDBIP

This section covers reporting on the SDBIP as a way of linking the SDBIP with the oversight and monitoring operations of the Municipal administration.

Various reporting requirements are outlined in the MFMA. Both the mayor and the accounting officer have clear roles to play in preparing and presenting these reports. The SDBIP provides an excellent basis for generating the reports for which MFMA requires. The reports then allow the Letsemeeng Local Council (Ward and Proportional Representative Councilors) to monitor the implementation of service delivery programmes and initiatives across the Municipality.

5.1 Monthly Reporting

Section 71 of the MFMA stipulates that reporting on actual revenue targets and spending against the budget should occur on a monthly basis. This reporting must be conducted by the accounting officer of a municipality no later than 10 working days, after the end of each month.

Reporting must include the following:

- (i) actual revenue, per source;
- (ii) actual borrowings;
- (iii) actual expenditure, per vote;
- (iv) actual capital expenditure, per vote;
- (iv) the amount of any allocations received

If necessary, explanation of the following must be included in the monthly reports:

- (a) Any material variances from the municipality's projected revenue by source, and from the municipality's expenditure projections per vote
- (b) Any material variances from the service delivery and budget implementation plan and;
- (c) Any remedial or corrective steps taken or to be taken to ensure that the projected revenue and expenditure remain within the municipalities approved budget.

5.2 Quarterly Reporting

Section 52 (d) of the MFMA compels the mayor to submit a report to council on the implementation of the budget and the financial state of affairs of the municipality within 30 days of the end of each quarter. The quarterly performance projections captured in the SDBIP form the basis for the mayor's quarterly report.

5.3 Mid-year Reporting

Section 72(1) (a) of the MFMA outlines the requirements for mid-year reporting. The accounting officer is required by the 25th January of each year to assess the performance of the municipality during the first half of the year taking into account:

- (i) the monthly statements referred to in section 71 of the first half of the year
- (ii) the municipalities service delivery performance during the first half of the financial year, and the service delivery targets and performance indicators set in the SDBIP;

- (iiii) the past year's annual report, and progress on resolving problems identified in the annual report; and
- (iv) the performance of every municipal entity under the sole or shared control of the municipality, taking into account reports in terms of Section 88 from any such entities.

Based on the outcomes of the mid-year budget and performance assessment report, an adjustments budget may be tabled if actual revenue or expenditure amounts are materially different from the projections contained in the budget or the SDBIP. The IDP and the SDBIP are living documents that may be modified and or amended based on the mid-year performance review. Thus the SDBIP remains a kind of contract that holds the Letsemeng Local Municipality accountable to the community.

5.4 Letsemeng Strategic Scorecard

The Letsemeng Local Municipality will embark on the following high level objectives to turn the Local Municipality around prioritise them as Drivers of Change.

- Revenue collection must improve from 36% to 76% within the 2018/2019 to 2020/2021 MTRF period;
- Billing System must be improved and smart meter readers and prepaid water meters must be explored to increase revenue collection;
- Incubate a culture of payment amongst residents to support the improved revenue collection objectives;
- Implement sound and prudent Financial Management to ensure financial viability, accountability and sustainability;
- Improve on the Disclaimer municipal audit outcome to a unqualified audit and put systems in place to maintain the status quo *thereafter*;
- Facilitate radical economic transformation through supporting local Small Medium and Micro Enterprises (SMMES);
- Avail Municipal Land for development of Solar Plants to support the promotion of alternative energy sources and thus broaden the revenue base for the municipality;
- Set aside 30% of the municipal budget for empowerment of Women and the Youth;
- Establish relations with the Private sector for investment opportunities and Public Private Partnerships especially in the Mining and Agricultural Sectors;
- Accelerate and improve Service delivery standards to Communities;
- Accelerate Land and reform processes within the Municipality to promote agricultural activities and facilitate food security especially amongst the previously disadvantaged individuals;
- Identify prime land for Local Economic Development and development of industrial areas;
- Improve and maintain existing municipal Infrastructure and find a way to deal with aged infrastructure;
- Finalise and implement the Letsemeng LM Infrastructure master plan complimented by a sound Infrastructure maintenance plan;
- Implement and cascade Performance Management System to all levels to improve on Municipal Performance and Accountability;
- Ensure Compliance and Good Governance;

5.5 Three Year Capital Plan

FS161 Letsameeng - Supporting Table SA6 Reconciliation of IDP strategic objectives and budget (capital expenditure)

Strategic Objectives and Budget (capital expenditure)												
Strategic Objective	Goal	Goal Code	Ref	Current Year 2017/18						2018/19 Medium Term Revenue & Expenditure Framework		
				Audited Outcome 2014/15	Audited Outcome 2015/16	Audited Outcome 2016/17	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
R thousand												
Sports and Recreation	Refurbish Sports Grounds to encourage youth to partake in sporting activities and reduce vandalism and substance abuse	A								14 662	555	
Access to Basic Services	Jacobsdal/Rietmanang: Construction of w aterbourne Sanitation for 202 stands (MIS 240317)	B								3 634	451	
Improve road infrastructure	Luckhoff Upgrading of 0.9km access paved road and storm water (MIS 266673)	C								8 010	7 286	
Recycling of Solid Waste	Koelhoflein: Upgrading of existing Waste Disposal Site (MIS 207907)	D								932	-	
Access to Basic Services	Jacobsdal: Upgrading of waste water treatment works (MIS 168615)	E								1 013	8 000	
Access to Basic Services	Refurbishment of Oppenmaagrande waste treatment works	F								6 000	4 000	
Access to Basic Services	Upgrading of Jacobsdal Waste Treatment Works	G								14 000	20 000	
		H										
		I										
		J										
		K										
		L										
		M										
		N										
		O										
		P										
Allocations to other priorities				3								
Total Capital Expenditure				1	-	-	-	-	-	48 452	40 292	41 698

6. Revenue and Expenditure projections

6.1 Monthly Projections of Revenue and Expenditure by Vote

FS161 Letsemeng - Supporting Table SA26 Budgeted monthly revenue and expenditure (municipal vote)

Description	Ref	Budget Year 2018/19												Medium Term Revenue and Expenditure Framework		
		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
Revenue by Vote																
Vote 1 - Finance and Administration		13 845	13 845	13 845	13 845	13 845	13 845	13 845	13 845	13 845	13 845	13 845	(3 387)	148 911	149 784	157 810
Vote 2 - Executive and Council		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 3 - Community and Social Services		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 4 - Internal Audit		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 5 - Water Management		749	749	749	749	749	749	749	749	749	749	749	749	8 985	9 488	10 010
Vote 6 - Waste Water Management		47	47	47	47	47	47	47	47	47	47	47	47	560	592	624
Vote 7 - Waste Management		670	670	670	670	670	670	670	670	670	670	670	670	8 036	8 489	8 956
Vote 8 - Energy Sources		1 987	1 987	1 987	1 987	1 987	1 987	1 987	1 987	1 987	1 987	1 987	1 987	23 538	25 173	26 558
Vote 9 - Planning and Development		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 10 - Sport and Recreation		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 11 - Road Transport		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 12 - Health		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 13 - Housing		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 14 - Public Safety		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 15 - Finance and administration 2		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Revenue by Vote		17 297	17 297	17 297	17 297	17 297	17 297	17 297	17 297	17 297	17 297	17 297	65	190 334	193 506	203 958
Expenditure by Vote to be appropriated																
Vote 1 - Finance and Administration		6 314	6 314	6 314	6 314	6 314	6 314	6 314	6 314	6 314	6 314	6 314	6 265	75 721	78 873	83 211
Vote 2 - Executive and Council		1 209	1 209	1 209	1 209	1 209	1 209	1 209	1 209	1 209	1 209	1 209	1 209	14 508	15 089	15 919
Vote 3 - Community and Social Services		134	134	134	134	134	134	134	134	134	134	134	134	1 612	1 702	1 796
Vote 4 - Internal Audit		106	106	106	106	106	106	106	106	106	106	106	106	1 270	1 341	1 415
Vote 5 - Water Management		1 308	1 308	1 308	1 308	1 308	1 308	1 308	1 308	1 308	1 308	1 308	1 308	15 701	16 580	17 492
Vote 6 - Waste Water Management		494	494	494	494	494	494	494	494	494	494	494	494	5 928	6 280	6 604
Vote 7 - Waste Management		599	599	599	599	599	599	599	599	599	599	599	599	7 186	7 578	7 995
Vote 8 - Energy Sources		2 440	2 440	2 440	2 440	2 440	2 440	2 440	2 440	2 440	2 440	2 440	2 440	29 277	30 916	32 617
Vote 9 - Planning and Development		359	359	359	359	359	359	359	359	359	359	359	359	4 312	4 200	4 431
Vote 10 - Sport and Recreation		6	6	6	6	6	6	6	6	6	6	6	6	74	78	82
Vote 11 - Road Transport		536	536	536	536	536	536	536	536	536	536	536	536	6 431	6 791	7 165
Vote 12 - Health		4	4	4	4	4	4	4	4	4	4	4	4	53	56	59
Vote 13 - Housing		252	252	252	252	252	252	252	252	252	252	252	252	3 022	3 191	3 367
Vote 14 - Public Safety		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 15 - Finance and administration 2		1 190	1 190	1 190	1 190	1 190	1 190	1 190	1 190	1 190	1 190	1 190	2 288	15 355	16 099	16 985
Total Expenditure by Vote		14 952	14 952	14 952	14 952	14 952	14 952	14 952	14 952	14 952	14 952	14 952	15 982	180 446	188 755	199 137
Surplus/(Deficit) before assoc.		2 346	2 346	2 346	2 346	2 346	2 346	2 346	2 346	2 346	2 346	2 346	(15 916)	9 885	4 751	4 822
Taxation		#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	-	-	-
Attributable to minorities		#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	-	-	-
Share of surplus/ (deficit) of associate		#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	-	-	-
Surplus/(Deficit)		#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	#VALUE!	9 885	4 751	4 822

6.2 Monthly Projections of Revenue by Source and Expenditure by Type
FS 161 Letsemeng - Supporting Table SA25 Budgeted monthly revenue and expenditure

Description	Ref	Budget Year 2018/19												Medium Term Revenue and Expenditure Framework		
		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
Revenue By Source																
Property rates		1 292	1 292	1 292	1 292	1 292	1 292	1 292	1 292	1 292	1 292	1 292	5 590	19 797	20 866	22 014
Service charges - electricity revenue		1 325	1 325	1 325	1 325	1 325	1 325	1 325	1 325	1 325	1 325	1 325	8 388	22 967	24 207	25 539
Service charges - water revenue		547	547	547	547	547	547	547	547	547	547	547	2 852	8 865	9 344	9 858
Service charges - sanitation revenue		634	634	634	634	634	634	634	634	634	634	634	3 309	10 286	10 841	11 438
Service charges - refuse revenue		-	-	-	-	-	-	-	-	-	-	-	10 108	10 108	10 654	11 240
Service charges - other		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Rental of facilities and equipment		48	48	48	48	48	48	48	48	48	48	48	48	571	603	636
Interest earned - external investments		70	70	70	70	70	70	70	70	70	70	70	70	842	890	939
Interest earned - outstanding debtors		322	322	322	322	322	322	322	322	322	322	322	322	3 869	4 085	4 310
Dividends received		3	3	3	3	3	3	3	3	3	3	3	3	34	36	38
Fines, penalties and forfeits		3	3	3	3	3	3	3	3	3	3	3	3	36	38	40
Licences and permits		0	0	0	0	0	0	0	0	0	0	0	0	4	5	5
Agency services		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transfers and subsidies		12 267	12 267	12 267	12 267	12 267	12 267	12 267	12 267	12 267	12 267	12 267	61 052	68 726	75 820	-
Other revenue		163	163	163	163	163	163	163	163	163	163	163	163	1 954	2 063	-
Gains on disposal of PPE		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Revenue (excluding capital transfers and contributions)		16 674	16 674	16 674	16 674	16 674	16 674	16 674	16 674	16 674	16 674	16 674	(43 028)	140 385	152 357	161 875
Expenditure By Type																
Employment related costs		4 310	4 310	4 310	4 310	4 310	4 310	4 310	4 310	4 310	4 310	4 310	4 310	51 715	54 496	57 494
Remuneration of councillors		308	308	308	308	308	308	308	308	308	308	308	308	3 699	3 907	4 122
Dedicated impairment		1 917	1 917	1 917	1 917	1 917	1 917	1 917	1 917	1 917	1 917	1 917	1 917	22 998	24 286	25 622
Depreciation & asset impairment		2 812	2 812	2 812	2 812	2 812	2 812	2 812	2 812	2 812	2 812	2 812	2 812	33 739	35 629	37 588
Finance charges		4	4	4	4	4	4	4	4	4	4	4	4	53	56	59
Bulk purchases		2 414	2 414	2 414	2 414	2 414	2 414	2 414	2 414	2 414	2 414	2 414	3 444	30 000	30 592	32 274
Other materials		343	343	343	343	343	343	343	343	343	343	343	343	4 114	3 991	4 210
Contracted services		1 602	1 602	1 602	1 602	1 602	1 602	1 602	1 602	1 602	1 602	1 602	1 602	19 226	20 055	21 158
Transfers and subsidies		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other expenditure		1 242	1 242	1 242	1 242	1 242	1 242	1 242	1 242	1 242	1 242	1 242	1 242	14 903	15 743	16 609
Loss on disposal of PPE		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Expenditure		14 952	14 952	14 952	14 952	14 952	14 952	14 952	14 952	14 952	14 952	14 952	15 982	180 448	188 755	199 137
Surplus/(Deficit)		1 722	1 722	1 722	1 722	1 722	1 722	1 722	1 722	1 722	1 722	1 722	(59 010)	(40 064)	(36 398)	(37 261)
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)		-	-	-	-	-	-	-	-	-	-	-	49 949	49 949	41 149	42 083
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit institutions, Private Enterprises, Public Corporations, Higher Educational institutions)		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transfers and subsidies - capital (in-kind - all)		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit) after capital transfers & contributions		1 722	1 722	1 722	1 722	1 722	1 722	1 722	1 722	1 722	1 722	1 722	(9 061)	9 885	4 751	4 822
Taxation		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Attributable to minorities		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Share of surplus/ (deficit) of associate		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Surplus/(Deficit)	1	1 722	1 722	1 722	1 722	1 722	1 722	1 722	1 722	1 722	1 722	1 722	(9 061)	9 885	4 751	4 822

6.3 Consolidated Budgeted Monthly Capital Expenditure (Municipal vote)

FS 161 Letsemeng - Supporting Table SA28 Budgeted monthly capital expenditure (municipal vote)

Description	Ref	Budget Year 2018/19												Medium Term Revenue and Expenditure Framework		
		July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	May	June	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21
Multi-year expenditure to be appropriated	1															
Vote 1 - Finance and Administration		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 2 - Executive and Council		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 3 - Community and Social Services		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 4 - Internal Audit		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 5 - Water Management		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 6 - Waste Water Management		-	-	-	-	-	-	-	-	-	-	-	-	20 000	24 000	24 201
Vote 7 - Waste Management		-	-	-	-	-	-	-	-	-	-	-	-	7 089	8 000	7 970
Vote 8 - Energy Sources		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 9 - Planning and Development		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 10 - Sport and Recreation		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 11 - Road Transport		-	-	-	-	-	-	-	-	-	-	-	-	13 769	149	314
Vote 12 - Health		-	-	-	-	-	-	-	-	-	-	-	-	8 594	9 000	9 599
Vote 13 - Housing		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 14 - Public Safety		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 15 - Finance and administration 2		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Capital multi-year expenditure sub-total	2	-	-	-	-	-	-	-	-	-	-	-	-	49 451	41 149	42 083
Single-year expenditure to be appropriated																
Vote 1 - Finance and Administration		141	141	141	141	141	141	141	141	141	141	141	141	(1 555)	-	-
Vote 2 - Executive and Council		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 3 - Community and Social Services		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 4 - Internal Audit		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 5 - Water Management		2 233	2 233	2 233	2 233	2 233	2 233	2 233	2 233	2 233	2 233	2 233	2 233	(24 064)	498	-
Vote 6 - Waste Water Management		707	707	707	707	707	707	707	707	707	707	707	707	(7 772)	-	-
Vote 7 - Waste Management		44	44	44	44	44	44	44	44	44	44	44	44	(482)	-	-
Vote 8 - Energy Sources		405	405	405	405	405	405	405	405	405	405	405	405	(4 457)	-	-
Vote 9 - Planning and Development		175	175	175	175	175	175	175	175	175	175	175	175	(1 922)	-	-
Vote 10 - Sport and Recreation		68	68	68	68	68	68	68	68	68	68	68	68	(751)	-	-
Vote 11 - Road Transport		390	390	390	390	390	390	390	390	390	390	390	390	(4 290)	-	-
Vote 12 - Health		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 13 - Housing		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 14 - Public Safety		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Vote 15 - Finance and administration 2		53 689	53 689	53 689	53 689	53 689	53 689	53 689	53 689	53 689	53 689	53 689	53 689	(590 574)	-	-
Capital single-year expenditure sub-total	2	57 851	57 851	57 851	57 851	57 851	57 851	57 851	57 851	57 851	57 851	57 851	57 851	(635 868)	498	-
Total Capital Expenditure	2	57 851	57 851	57 851	57 851	57 851	57 851	57 851	57 851	57 851	57 851	57 851	57 851	49 949	41 149	42 083

6.4 QUARTERLY PROJECTIONS OF SERVICE DELIVERY TARGETS AND PERFORMANCE INDICATORS
CAPEX PROGRAMMES FOR 2018/19

Programme Description	STRATEGIC OBJECTIVES					UNIT OF MEASUREMENT	2018/19 BUDGET AND QUARTERLY PERFORMANCE TARGET						
	MTSF	IUDF	NKPA	FSGDS	KPI		BUDGET YEAR 2018/19	PERFORMANCE TARGET 2018/19	1 ST	2 ND	3 RD	4 TH	
									QUARTER 01 JULY – 30 SEPT 2018	QUARTER 01 OCT – 31 DEC 2018	QUARTER 01 JAN – 31 MAR 2019	QUARTER 01 APR – 30 JUN 2019	
Public Works - Road Transport													
Roads Backlogs													
Reduce road backlogs by Constructing Access roads in Luckhof	An efficient competitive and responsive infrastructure network	Spatial integration	Basic Service delivery	Improved quality of life	Length of access road constructed	Completion certificates / close out report	R8.5 million	0.9 Km Access road Completed	Advertisement and appointment of contractor	Site establishment and 35% complete	75% complete	100% complete and handed over to the municipality or	
												0.9 Km Access road Completed	
Solid Waste Land Fill Sites													
Upgrading of Landfill site in Koffiefontein	An efficient competitive and responsive infrastructure net work	Inclusion and access	Basic Service delivery	Improved quality of life	An approved EIA	Approved EIA	R1.3 million	An approved EIA for upgrading of Landfill site in Koffiefontein	Advertisement and Appointment of PSP	10% complete	75% complete	100% complete Or EIA approved	

Programme Description	STRATEGIC OBJECTIVES					UNIT OF MEASUREMENT	2018/19 BUDGET AND QUARTERLY PERFORMANCE TARGET						
	MTSF	IUDF	NKPA	FSGDS	KPI		BUDGET YEAR 2018/19	PERFORMANCE TARGET 2018/19	1 ST QUARTER 01 JULY – 30 SEPT 2018	2 ND QUARTER 01 OCT – 31 DEC 2018	3 RD QUARTER 01 JAN – 31 MAR 2019	4 TH QUARTER 01 APR – 30 JUN 2019	
Waste Water													
Waste Water Treatment Works													
Construct Waste Water Treatment to speed up service delivery	An efficient competitive and responsive infrastructure net work	Inclusion and access	Basic Service delivery	Improved quality of life	Length of an outfall line and fence constructed at Jacobsdal	Completion certificate / close out report	R1.6 million	100% construction of 400 HDPE water outfall line and 1 km fence at Jacobsdal	Appointment of Service Provider 35% completion of 400 HDPE water outfall line and 1 km fence	100% completion of 400 HDPE water outfall line and 1 km fence	-	-	
Water													
Water Treatment Works													
Construct Water Treatment to speed up service delivery	An efficient competitive and responsive infrastructure net work	Inclusion and access	Basic Service delivery	Improved quality of life	Percentage refurbishment of Water Treatment Works	Completion certificate, progress reports / close out reports	R6 million	100% refurbishment of existing Oppermansgronde plant 2 ml capacity per day Water Works Completed	Procurement of contractor	Appointment of contractor 30% completion	75% completion	100% completion	

Programme Description	STRATEGIC OBJECTIVES					UNIT OF MEASUREMENT	2018/19 BUDGET AND QUARTERLY PERFORMANCE TARGET					
	MTSF	IUDF	NKPA	FSGDS	KPI		BUDGET YEAR 2018/19	PERFORMANCE TARGET 2018/19	1 ST QUARTER 01 JULY – 30 SEPT 2018	2 ND QUARTER 01 OCT – 31 DEC 2018	3 RD QUARTER 01 JAN – 31 MAR 2019	4 TH QUARTER 01 APR – 30 JUN 2019
Water												
Water Losses												
Installation of Bulk Water Meters	An efficient competitive and responsive infrastructure net work	Inclusion and access	Basic Service delivery	Improved quality of life	Percentage reduction of water loss	Completion certificates, progress report / close out report	R2.5 million (25% of R10 million received from Petra Diamonds for various projects)	Water Losses reduced by 50% from Prior FY	Water losses reduced by 12%	Water losses reduced by 13%	Water losses reduced by 12%	Water losses reduced by 13%
Sports and Recreation												
Sports (Stadium)												
Sports Field												
Upgrade of Sports Facility in Dithake		Inclusion and access	Basic Service delivery	Improved quality of life	Number of sport field within 39 000 population	Completion certificates, progress report / close out report	R13.065 million	100% Upgrading of Dithake Sports Facility upgraded and projected handed over	Appointment of Contractor	35% completion	65% completion	100% completion
Upgrade of Sports Facility in Sonwabile							R1.7 million	100% construction of Phase 1 (one combined tennis and netball court, perimeter fence and	Advertise and appoint a contractor	35%	65%	100% Or 100% construction of Phase 1

Programme Description	STRATEGIC OBJECTIVES					UNIT OF MEASUREMENT	2018/19 BUDGET AND QUARTERLY PERFORMANCE TARGET					
	MTSF	JUDF	NKPA	FSGDS	KPI		BUDGET YEAR 2018/19	PERFORMANCE TARGET 2018/19	1 ST QUARTER 01 JULY – 30 SEPT 2018	2 ND QUARTER 01 OCT – 31 DEC 2018	3 RD QUARTER 01 JAN – 31 MAR 2019	4 TH QUARTER 01 APR – 30 JUN 2019
Formalisation of 540 ervens at Ratanang Jacobsdal	An efficient competitive and responsive infrastructure net work	Inclusion and access	Basic Service delivery	Improved quality of life	Number of ervens formalised	Layout plan and approved township established	Funded by COGTA	ground works of sports ground of Sonwabile Sports Field	Submission of layout plans to council	Site inspection/ SG handover Professional service provider (pegging)	Completion of list	Issuing of PTO letters
Waste Water Management Water borne Sanitation Backlogs - Connection of 202 Sites												
Ratanang sites connected to Water Borne Sanitation	An efficient competitive and responsive infrastructure net work	Inclusion and access	Basic Service delivery	Improved quality of life	Number of site connected to water borne sanitation	Completion certificates, progress report / close out report	R3.8 million	202 households provided with basic sanitation at Ratanang (Jacobsdal)	75% complete	202 households provided with basic sanitation at Ratanang (Jacobsdal)	-	-
Waste Water Management Waste Water Treatment Plant Backlogs - Waste Water Treatment Plant Constructed												
Waste water Treatment Plant constructed in Jacobsdal	An efficient competitive and responsive infrastructure net work	Inclusion and access	Basic Service delivery	Improved quality of life	Percentage construction of WWT in Jac Obsdal	Completion certificates, progress report / close out report	R14 million	4.2 ml capacity per day Water Works Completed at Jacobsdal	75% complete	100% completion and commissioning of 4.2 ml capacity per day Water	-	-

Programme Description	STRATEGIC OBJECTIVES					UNIT OF MEASUREMENT	2018/19 BUDGET AND QUARTERLY PERFORMANCE TARGET					
	MTSF	IUDF	NKPA	FSGDS	KPI		BUDGET YEAR 2018/19	PERFORMANCE TARGET 2018/19	1 ST QUARTER 01 JULY – 30 SEPT 2018	2 ND QUARTER 01 OCT – 31 DEC 2018	3 RD QUARTER 01 JAN – 31 MAR 2019	4 TH QUARTER 01 APR – 30 JUN 2019
										Works Jacobisdal a		
Budget and Treasury office												
Revenue Revenue Collection												
Increase the current collection rate	Responsive accountable effective and efficient local government	Growth	Municipal financial viability and management	Good Governance	Collection rate increased from 35% to 70%	Revenue Collection Report	Opex	Collection rate for 2018/2019 is at least 70%	35% collected rate	50% collected rate	65% collected rate	70% collected rate

OPEX PROGRAMMES FOR 2018/19

Programme Description	STRATEGIC OBJECTIVES					Unit of measurement	2018/19 BUDGET AND QUARTERLY PERFORMANCE TARGET					
	MTSF	IUDF	NKPA	FSGDS	KPI		BUDGET YEAR	PERFORMANCE TARGET	1 st QUARTER	2 nd QUARTER	3 rd QUARTER	4 th QUARTER
							2018/19	2018/19	01 JULY – 30 SEPT 2018	01 OCT – 31 DEC 2018	01 JAN – 31 MAR 2019	01 APR – 30 JUN 2019
Internal Audit Unit is functional	A responsive, accountable, and efficient local government system	Governance	Municipal institutional development and transformation	Efficient administration and good governance	Number of audit assignments conducted	Internal Audit reports/	1 270	10 audits reports	2 audit reports	2 audit reports	3 audit reports	3 audit reports
Audit Committee has been appointed	A responsive, accountable, and effective local government system	Governance	Municipal institutional development and transformation	Efficient administration and good governance	Number of audit committee meetings held	Minutes attendance registers	/	4 audit committee meetings	1 audit committee meeting	1 audit committee meeting	1 audit committee meeting	1 audit committee meeting
Water Services are delivered in a sustainable manner	An efficient competitive and responsive infrastructure net work	Inclusion and access	Basic Service delivery	Improved quality of life	Number of sites receiving water services in a sustainable manner	Close out report/progress reports	15 701	85% of formal households receiving water services in a sustainable manner	85% of formal households receiving water services in a sustainable manner	85% of formal households receiving water services in a sustainable manner	85% of formal households receiving water services in a sustainable manner	85% of formal households receiving water services in a sustainable manner
Sewerage Services are delivered in a sustainable manner	An efficient competitive and responsive infrastructure net work	Inclusion and access	Basic Service delivery	Improved quality of life	Number of Sites receiving Sewerage services in a sustainable manner	Close out report/progress reports	5 928	85% of formal households receiving Sewerage services in a sustainable manner	85% of formal households receiving Sewerage services in a sustainable manner	85% of formal households receiving Sewerage services in a sustainable manner	85% of formal households receiving Sewerage services in a sustainable manner	85% of formal households receiving Sewerage services in a sustainable manner

Programme Description	STRATEGIC OBJECTIVES					Unit of measurement	2018/19 BUDGET AND QUARTERLY PERFORMANCE TARGET					
	MTSF	IUDF	NKPA	FSGDS	KPI		BUDGET YEAR 2018/19	PERFORMANCE TARGET 2018/19	1 st QUARTER 01 JULY – 30 SEPT 2018	2 nd QUARTER 01 OCT – 31 DEC 2018	3 rd QUARTER 01 JAN – 31 MAR 2019	4 th QUARTER 01 APR – 30 JUN 2019
Refuse Services are delivered in a sustainable manner	An efficient competitive and responsive infrastructure net work	Inclusion and access	Basic Service delivery	Improved quality of life	Number of sites receiving Refuse services in a sustainable manner	Close out report/progress reports	7 186	85% of formal households receiving Refuse services in a sustainable manner	85% of formal households receiving Refuse services in a sustainable manner	85% of formal households receiving Refuse services in a sustainable manner	85% of formal households receiving Refuse services in a sustainable manner	
Sites are formalized	Sustainable Human Settlement and Improved quality of life	Inclusion and access	Basic Service delivery	Improved quality of life	Number of sites formalized	Close out report/progress reports	3 022	1400 of sites Formalized	350 of site Formalized	350 of site Formalized	350 of site Formalized	
Parks and Cemeteries to be Refurbished and Maintained	Protect and enhance our environmental assets and natural resources	Inclusion and access	Basic Service delivery	Improved quality of life	Number of Parks and Cemeteries to be Refurbished and Maintained	Maintenance reports	74	4 Parks and Cemeteries maintained	4 Parks and Cemeteries maintained	4 Parks and Cemeteries maintained	4 Parks and Cemeteries maintained	
Ensure that Municipality is Financially Viable to deliver sustainable Services	A responsive, accountable, and efficient local government system	Governance	Municipal financial viability and management	Efficient administration and good governance	Percentage implementation of Revenue Enhancement Strategy	Monthly reports on revenue management	91 075	75% implementation of Revenue Enhancement Strategy (RES)	Review of draft RES Final and Council approved RES	25% implementation of RES	50% implementation of RES	75% implementation of RES
All governance Structures are in place	A responsive, accountable, and efficient local government system	Governance	Municipal institutional development and transformation	Efficient administration and good governance	Percentage of compliance of all governance structures	Minuted meetings of all council committees	14 508	100% of compliant governance structures (Audit and Performance Committee, MPAC, Section 79 Committees, Oversight Committee, Section 32 Committee)	100% compliant governance structures	100% compliant governance structures	100% compliant governance structures	100% compliant governance structures
Service Delivery and Infrastructure Development												

Programme Description	STRATEGIC OBJECTIVES						Unit of measurement	2018/19 BUDGET AND QUARTERLY PERFORMANCE TARGET					
	MTSF	IUDF	NKPA	FSGDS	KPI	BUDGET YEAR 2018/19		PERFORMANCE TARGET 2018/19	1 ST QUARTER 01 JULY – 30 SEPT 2018	2 ND QUARTER 01 OCT – 31 DEC 2018	3 RD QUARTER 01 JAN – 31 MAR 2019	4 TH QUARTER 01 APR – 30 JUN 2019	
	infrastructure net work				Services to Phambili Households			provide Basic Services to Phambili Households		for water and sanitation	progress on the applications	progress on the applications	
	An efficient competitive and responsive infrastructure net work	Inclusion and access	Basic Service delivery	Improved quality of life	50% implementation of Fleet Management Policy	Council Resolution	OPEX	50% implementation of Fleet Management Policy	Draft Fleet Management Policy	Council approved Fleet management policy	25% implementation of Fleet management Policy	50% implementation of Fleet management Policy	
	An efficient competitive and responsive infrastructure net work	Inclusion and access	Basic Service delivery	Improved quality of life	An approved Standard Operational Procedures		OPEX	An approved Standard Operational Procedures	0%	Draft Standard Operational Procedures	Approved Standard Operational Procedures	-	
COMMUNITY SERVICES													
Waste Collection	An efficient competitive and responsive infrastructure net work	Inclusion and access	Basic Service delivery	Improved quality of life	Number of Households receiving weekly refuse removal service in all 6 Wards	Refuse Removal Programme	OPEX	Total formalized households receiving weekly refuse removal service in all 6 Wards	Households receiving refuse removal once a week in all 6 wards	Households receiving refuse removal once a week in all 6 wards	Households receiving refuse removal once a week in all 6 wards	Households receiving refuse removal once a week in all 6 wards	
	An efficient competitive and responsive infrastructure net work	Inclusion and access	Basic Service delivery	Improved quality of life	Number of Sports facilities maintained	Maintenance Reports	OPEX	Maintenance of 3 sports facilities	maintenance of 3 sports facilities	maintenance of 3 sports facilities	maintenance of 3 sports facilities	maintenance of 3 sports facilities	
	An efficient competitive and responsive infrastructure net work	Inclusion and access	Basic Service delivery	Improved quality of life	Repair of Koffiefontein and Jacobsdal Municipal Offices	Proof of Advert of Service Providers, and Photos of Buildings before and after	OPEX	2 Municipal offices repaired in Koffiefontein and Jacobsdal	Advertisements and appointment of PSP	40% complete	75% complete	2 Offices repaired in Koffiefontein and Jacobsdal Municipal Offices	
Land Development	An efficient competitive and responsive	Inclusion and access	Basic Service delivery	Improved quality of life	Number of sites formalized	Approved lay-out plans by MEC	OPEX	658 sites formalized in Luck off	Complete removal of the feedlot	Surveying and pegging	Application for approval by the MEC	Completion and	

Programme Description	STRATEGIC OBJECTIVES					Unit of measurement	2018/19 BUDGET AND QUARTERLY PERFORMANCE TARGET					
	MTSF	IUDF	NKPA	FSGDS	KPI		BUDGET YEAR 2018/19	PERFORMANCE TARGET 2018/19	1 ST QUARTER 01 JULY – 30 SEPT 2018	2 ND QUARTER 01 OCT – 31 DEC 2018	3 RD QUARTER 01 JAN – 31 MAR 2019	4 TH QUARTER 01 APR – 30 JUN 2019
Green Drop Status	An efficient competitive and responsive infrastructure net work	Inclusion and access	Basic Service delivery	Improved quality of life	100% compliance with discharge license requirements on average for effluent quality at Koffietfontein (Ward 5) and Jacobsdal (Ward 2)	Laboratory Analysis Results	OPEX	100% compliance with discharge license requirements (Jacobsdal and Koffietfontein WWTWs)	0%	20% of the improvements of Koffietfontein Repairs of Pumps and motors	60% improvements to both Jacobsdal and Koffietfontein with the inlet pumps being operational	100% compliance with discharge license requirements (Jacobsdal and Koffietfontein WWTWs)
Water Quality	An efficient competitive and responsive infrastructure net work	Inclusion and access	Basic Service delivery	Improved quality of life	≥95% SANS 241 compliance on average for Portable Water quality	Laboratory Test Results and Annual Progress Audit report	OPEX	95%	95%	95%	95%	95%
Revenue Enhancement	An efficient competitive and responsive infrastructure net work	Inclusion and access	Basic Service delivery	Improved quality of life	Number of households water meters replaced in urban areas	Meter Audit Report Meter installation Records with GPS coordinates indicating location	OPEX	8371 water meters replaced in urban areas	2511 water meters replaced in urban areas	2511 water meters replaced in urban areas	3349 water meters replaced in urban areas	Monthly as per the results
Water Losses and Revenue Enhancement	An efficient competitive and responsive infrastructure net work	Inclusion and access	Basic Service delivery	Improved quality of life	Number of level control valves at reservoirs	Completion certificates, progress report / close out report	OPEX	4 level control valves installed at Petrusburg	0%	1 level control valve installed at Botokanang	1 level control valve installed at Botokanang	2 level control valves installed at Nkululeko and Town
	An efficient competitive and responsive infrastructure net work	Inclusion and access	Basic Service delivery	Improved quality of life	Number of water and electricity meter audits conducted on all business	Meter audit report	OPEX	250 water and electricity meter audits conducted on all business	60 water and electricity meter audits conducted on all business	60 water and electricity meter audits conducted on all business	65 water and electricity meter audits conducted on all business	65 water and electricity meter audits conducted on all business
Provision of Basic Services	An efficient competitive and responsive	Inclusion and access	Basic Service delivery	Improved quality of life	An amount of funding secured to provide Basic	Progress Report	OPEX	An amount of funding secured to	Application to DOE for electrification	Application to Human Settlement	Follow-ups with both sectors for	Follow-ups with both sectors for

Programme Description	STRATEGIC OBJECTIVES					Unit of measurement	2018/19 BUDGET AND QUARTERLY PERFORMANCE TARGET						
	MTSF	IUDF	NKPA	FSGDS	KPI		BUDGET YEAR 2018/19	PERFORMANCE TARGET 2018/19	1 st QUARTER 01 JULY - 30 SEPT 2018	2 nd QUARTER 01 OCT - 31 DEC 2018	3 rd QUARTER 01 JAN - 31 MAR 2019	4 th QUARTER 01 APR - 30 JUN 2019	
	infrastructure net work											formalization of 658 sites	
	An efficient competitive and responsive infrastructure net work	Inclusion and access	Basic Service delivery	Improved quality of life	Number of sites formalized in Koffiefontein	Letters of Permission to occupy sites	OPEX	1483 sites formalized in Koffiefontein	Draft layout plan	Surveying and pegging	Application for approval by the MEC	Letters of PTO and formalization of 1483 sites	
	An efficient competitive and responsive infrastructure net work	Inclusion and access	Basic Service delivery	Improved quality of life	Number of sites formalized in Oppermansgronde	Letters of Permission to occupy sites	OPEX	124 sites formalized in Oppermansgronde	Final layout plan	Removal of thorn bushes	Submission of final waiting list to Council for approval	Letters of PTO and formalized of 124 sites	
	An efficient competitive and responsive infrastructure net work	Inclusion and access	Basic Service delivery	Improved quality of life	Phambili Informal Settlement transferred to Municipality	Transfer letter from Department of Rural Development	OPEX	Phambili informal settlement transferred to Municipality	Request transfer from Public Work Departments	Surveying and pegging	Submission of lay-out plan to Council for consideration	Letters of PTO	
	An efficient competitive and responsive infrastructure net work	Inclusion and access	Basic Service delivery	Improved quality of life	Council approved Spatial Development Framework	SDF	OPEX	100% Reviewed SDF	Formation of the SDF Review Committee	Review of the SDF	Public participation and advertisement	Reviewed SDF approved by Council	
	An efficient competitive and responsive infrastructure net work	Inclusion and access	Basic Service delivery	Improved quality of life	Approved Land Use Scheme (LUS)	TOR for Land Use Scheme	OPEX	100 %reviewed LUS	Review of the LUS	Advertisement for public comments	Project implementation on plan	Approval of the reviewed LUS by Council	
	An efficient competitive and responsive infrastructure net work	Inclusion and access	Basic Service delivery	Improved quality of life	Approved Disaster management plan (Local)	Disaster Management Plan (Local)	OPEX	Council approved disaster management plan	Draft disaster management plan	Submission to Council for noting	Advertisement for public comments	Approval of reviewed disaster management plan	
LOCAL ECONOMIC DEVELOPMENT PROGRAMMES													
Local economic development	Decent employment through inclusive economic growth	Growth-to harness urban dynamism for inclusive, sustainable	Local economic development	Inclusive economic growth and sustainable job creation	Approval of LED policies	Council Resolution	OPEX	Approval of LED Policy	Develop draft Commonage Policy	Public Comments and inputs	Table to council for approval	Approval of LED Policy	

Programme Description	STRATEGIC OBJECTIVES						2018/19 BUDGET AND QUARTERLY PERFORMANCE TARGET							
	MTSF	IUDF	MKPA	FSGOS	KPI	Unit of measurement								
							BUDGET YEAR 2018/19	PERFORMANCE TARGET 2018/19	1 st QUARTER 01 JULY – 30 SEPT 2018	2 nd QUARTER 01 OCT – 31 DEC 2018	3 rd QUARTER 01 JAN – 31 MAR 2019	4 th QUARTER 01 APR – 30 JUN 2019		
		economic growth and development					OPEX	4 LED Forums	4 LED Forums established	Quarterly Performance of LED Forums	Quarterly Performance of LED Forums			
	Decent employment through inclusive economic growth	Growth-to harness urban dynamism for inclusive, sustainable economic growth and development	Local economic development	Inclusive economic growth and sustainable job creation	Number of LED forums established	Attendance registers and minutes when the forum was appointed and Quarterly Performance Reports								
							OPEX	Led Strategy Approved	Develop draft LED Strategy	Public Comments and Inputs	Table to Council for approval	Approval of LED Strategy		
	Decent employment through inclusive economic growth	Growth-to harness urban dynamism for inclusive, sustainable economic growth and development	Local economic development	Inclusive economic growth and sustainable job creation	Percentage implementation of LED Strategy	Council Resolution								
Development of Business Licensing policy and table to council for approval	Decent employment through inclusive economic growth	Growth-to harness urban dynamism for inclusive, sustainable economic growth and development	Local economic development	Inclusive economic growth and sustainable job creation	Approval of Business Licensing Policy	Council Resolution	OPEX	Approval of business Licensing Policy	Develop Draft Business License policy for approval	Public Comments and Inputs	Table to Council draft policy	Approval of the business licensing policy by Council		
SMME Development and Support	Decent employment through inclusive economic growth	Growth-to harness urban dynamism for inclusive, sustainable economic growth and development	Local economic development	Inclusive economic growth and sustainable job creation	Number of SMME entities supported	Handing over certificates and Acknowledgement Letters	OPEX	4 SMME entities supported	SMME Development Framework Support for 4 entities	2 SMME entities supported	2 SMME entities supported			
	Decent employment through inclusive economic growth	Growth-to harness urban dynamism for inclusive, sustainable economic growth and development	Local economic development	Inclusive economic growth and sustainable job creation	Number of SMME training programmes conducted	Attendance registers for the trainings conducted	OPEX	2 SMME training programmes conducted	01 training to be conducted in Koffiefontein on	-	-	01 training to be conducted in Jacobsdal on compliance,		

Programme Description	STRATEGIC OBJECTIVES					Unit of measurement	2018/19 BUDGET AND QUARTERLY PERFORMANCE TARGET						
	MTSF	IUDF	NKPA	FSGDS	KPI		BUDGET YEAR 2018/19	PERFORMANCE TARGET 2018/19	1 st QUARTER 01 JULY – 30 SEPT 2018	2 nd QUARTER 01 OCT – 31 DEC 2018	3 rd QUARTER 01 JAN – 31 MAR 2019	4 th QUARTER 01 APR – 30 JUN 2019	
		economic growth and development							compliance, tender documents and specialised CIDB and NHBRC, training for contractors			tender documents and specialised CIDB and NHBRC, training for contractors	
	Decent employment through inclusive economic growth	Growth-to harness urban dynamism for inclusive, sustainable economic growth and development	Local economic development	Inclusive economic growth and sustainable job creation	Number of LED Forum meetings facilitated in all towns	Attendance registers and reports	OPEX	4 LED Forum meetings to be held	1 LED Forum Meeting facilitated per quarter	1 LED Forum Meetings facilitated per quarter	1 LED Forum Meetings facilitated per quarter	1 LED Forum Meetings facilitated per quarter	
	Decent employment through inclusive economic growth	Growth-to harness urban dynamism for inclusive, sustainable economic growth and development	Local economic development	Inclusive economic growth and sustainable job creation	Number of emerging/comm onage farmers meetings facilitated	Attendance registers and reports	OPEX	4 Emerging/ Commonage farmers meetings to be held	1 Emerging/ Commonage Farmers Meetings facilitated 01 per quarter per town	1 Emerging/ Commonage Farmers Meetings facilitated 01 per quarter per town	1 Emerging/ Commonage Farmers Meetings facilitated 01 per quarter per town	1 Emerging/ Commonage Farmers Meetings facilitated 01 per quarter per town	
Vibrant, equitable and sustainable rural communities with food security for all	Decent employment through inclusive economic growth	Growth-to harness urban dynamism for inclusive, sustainable economic growth and development	Local economic development	Inclusive economic growth and sustainable job creation	Number of Commonage Contracts renewed	Council Resolution	OPEX	8 Number of Commonage Contracts renewed	2 Number of Commonage Contracts renewed	2 Number of Commonage Contracts renewed	2 Number of Commonage Contracts renewed	2 Number of Commonage Contracts renewed	
EPWP Job Creation	Decent employment through inclusive economic growth	Growth-to harness urban dynamism for inclusive, sustainable economic growth and development	Local economic development	Inclusive economic growth and sustainable job creation	No of Jobs created through EPWP	EPWP Monthly Expenditure Reports and Quarterly Performance Evaluation Reports	OPEX	135 EPWP Job Created	66	9	30	30	

Programme Description		STRATEGIC OBJECTIVES					Unit of measurement	2018/19 BUDGET AND QUARTERLY PERFORMANCE TARGET					
		MTSF	IUDF	NKPA	FSGDS	KPI		BUDGET YEAR 2018/19	PERFORMANCE TARGET 2018/19	1 st QUARTER 01 JULY – 30 SEPT 2018	2 nd QUARTER 01 OCT – 31 DEC 2018	3 rd QUARTER 01 JAN – 31 MAR 2019	4 th QUARTER 01 APR – 30 JUN 2019
Forging of strategic partnerships	Decent employment through inclusive economic growth	Growth-to harness urban dynamism for inclusive, sustainable economic growth and development	Local economic development	Inclusive economic growth and sustainable job creation	Number of strategic partnership forged	Monthly Reports	OPEX	4 strategic partnerships forged	1 strategic partnerships forged	1 strategic partnership forged	1 strategic partnership forged	1 strategic partnership forged	
Financial Management													
	A responsive, accountable, and efficient local government system	Governance	Municipal financial viability and management	Efficient administration and good governance	Supplementary Roll prepared	Supplementary roll certified by the municipal valuer	OPEX	Develop Valuation Roll					
	A responsive, accountable, and efficient local government system	Governance	Municipal financial viability and management	Efficient administration and good governance	Percentage implementation of Revenue Enhancement Strategy	Monthly reports showing improvement in revenue collected	OPEX	75% implementation of Revenue Enhancement Strategy (RES)	Review of draft RES	25% implementation of RES	50% implementation of RES	75% implementation of RES	
	A responsive, accountable, and efficient local government system	Governance	Municipal financial viability and management	Efficient administration and good governance	Develop Audit Action Plan and present to Management for Action	Audit Action plan and Attendance Register	OPEX	Develop Audit Action Plan and present to Management for Action					
	A responsive, accountable, and efficient local government system	Governance	Municipal financial viability and management	Efficient administration and good governance	Percentage implementation of MSCOA in line with Treasury Regulations	Report to Council	OPEX	100% implementation of MSCOA in line with Treasury Regulations	MSCOA Quarterly reports presented to Management	MSCOA Quarterly reports presented to Management	MSCOA Quarterly reports presented to Management	MSCOA Quarterly reports presented to Management	

Programme Description	STRATEGIC OBJECTIVES					Unit of measurement	2018/19 BUDGET AND QUARTERLY PERFORMANCE TARGET							
	MTSF	IUDF	NKPA	FSGDS	KPI		BUDGET YEAR 2018/19	PERFORMANCE TARGET 2018/19	1 st QUARTER 01 JULY – 30 SEPT 2018	2 nd QUARTER 01 OCT – 31 DEC 2018	3 rd QUARTER 01 JAN – 31 MAR 2019	4 th QUARTER 01 APR – 30 JUN 2019		
A responsive, accountable, and efficient local government system	Governance	Municipal financial viability and management	Efficient administration and good governance	Number of meter reading gadgets procured linked to Financial system for meter readers	Invoice	OPEX	Number of meter reading gadgets procured linked to Financial system for meter readers		Meter reading gadgets procured for all meter readers, Training Conducted on how to use the gadgets					
A responsive, accountable, and efficient local government system	Governance	Municipal financial viability and management	Efficient administration and good governance	Number of indigent households registered for the financial year 2018/19 in all 6 Wards.	Signed off Indigent Register	OPEX	5000 indigent households registered for the financial year 2018/19 in all 6 Wards.	1250 indigent households registered for the financial year 2018/19	1250 indigent households registered for the financial year 2018/19 in all 6 Wards.	1250 indigent households registered for the financial year 2018/19 in all 6 Wards.	1250 indigent households registered for the financial year 2018/19 in all 6 Wards.			
A responsive, accountable, and efficient local government system	Governance	Municipal financial viability and management	Efficient administration and good governance	Submit the procurement plan by the start of financial year 2018/19 to and Treasury	Approved Procurement Plan and proof of submission to	OPEX	Submit the procurement plan by the start of financial year 2018/19 and Treasury	Procurement plan as approved by the Accounting officer submitted to NT and PT						
A responsive, accountable, and efficient local government system	Governance	Municipal financial viability and management	Efficient administration and good governance	100% reviewed Asset Register ensure compliance with GRAP	Asset Management Report	OPEX	Asset reviewed and ensure compliance with GRAP	Quarterly asset management reports	Quarterly asset management reports	Quarterly asset management reports	Quarterly asset management reports			
A responsive, accountable, and efficient local government system	Governance	Municipal financial viability and management	Efficient administration and good governance	Implement Inventory Management System and conduct spot checks	Monthly Stock Take Reports	OPEX	Implement Inventory Management System and conduct spot checks	Quarterly inventory management reports	Quarterly inventory management reports	Quarterly inventory management reports	Quarterly inventory management reports			

Programme Description		STRATEGIC OBJECTIVES					Unit of measurement		2018/19 BUDGET AND QUARTERLY PERFORMANCE TARGET						
MTSF	IUDF	NKPA	FSGDS	KPI		BUDGET YEAR 2018/19	PERFORMANCE TARGET 2018/19	1 st QUARTER 01 JULY – 30 SEPT 2018	2 nd QUARTER 01 OCT – 31 DEC 2018	3 rd QUARTER 01 JAN – 31 MAR 2019	4 th QUARTER 01 APR – 30 JUN 2019				
A responsive, accountable, and efficient local government system	Governance	Municipal financial viability and management	Efficient administration and good governance	Review Budget related policies for the financial year 2019/20 and present to Council for approval	Council resolution and Budget policy manual	OPEX	Review Budget related policies for the financial year 2019/20 and present to Council for approval			Draft policies tabled to Council for consideration	Final Policies tabled to Council for approval				
A responsive, accountable, and efficient local government system	Governance	Municipal financial viability and management	Efficient administration and good governance	Develop Financial Management Plan for Financial year 2019/2020 and submit to Council for approval	Council Resolution	OPEX	Develop Financial Management Plan for Financial year 2019/2020 and submit to Council for approval			Draft Financial management plan tabled to Council together with IDP for consideration	Final Financial management plan tabled to Council together with IDP for approval				
A responsive, accountable, and efficient local government system	Governance	Municipal financial viability and management	Efficient administration and good governance	Number of SCM implementation reports presented SUBMITTED to Council	Reports submitted to Council	OPEX	4 Quarterly SCM reports submitted to Council	Quarterly SCM report submitted to Council	Quarterly SCM report submitted to Council	Quarterly SCM report submitted to Council	Quarterly SCM report submitted to Council				
A responsive, accountable, and efficient local government system	Governance	Municipal financial viability and management	Efficient administration and good governance	Compiled 2017/2018 Grap AFS	2017/2018 GRAP AFS submitted to AGSA by 31 August 2018	OPEX	2017/2018 GRAP AFS submitted to AGSA (Acknowledgement of receipt from AGSA)	2017/2018A FS submitted to AGSA							
A responsive, accountable, and efficient local government system	Governance	Municipal financial viability and management	Efficient administration and good governance	Number of MFMA s52 reports prepared and submitted to Council	Quarterly MFMA s52 and Council resolution	OPEX	3 Quarterly MFMA s52 reports submitted to Council		1 st Quarter Report Submitted to council	2 nd Quarter Report Submitted to council	3 rd Quarter Report Submitted to council				

Programme Description	STRATEGIC OBJECTIVES					Unit of measurement	2018/19 BUDGET AND QUARTERLY PERFORMANCE TARGET							
	MTSF	IUDF	MKPA	FSGDS	KPI		BUDGET YEAR 2018/19	PERFORMANCE TARGET 2018/19	1 st QUARTER	2 nd QUARTER	3 rd QUARTER	4 th QUARTER		
									01 JULY – 30 SEPT 2018	01 OCT – 31 DEC 2018	01 JAN – 31 MAR 2019	01 APR – 30 JUN 2019		
A responsive, accountable, and efficient local government system	Governance	Municipal financial viability and management	Efficient administration and good governance	Percentage improvement in the collection rate for 2018/2019 FY	Quarterly Report on revenue collection per service	OPEX	70% collection rate	35% collection rate	50% collection rate	60% collection rate	70% collection rate			
A responsive, accountable, and efficient local government system	Governance	Municipal financial viability and management	Efficient administration and good governance	Salaries are paid Monthly	S66 Report submitted to Accounting officer	OPEX	12 Reports submitted to Accounting officer	3 Reports submitted to accounting officer	3 Reports submitted to accounting officer	3 Reports submitted to accounting officer	3 Reports submitted to accounting officer			
A responsive, accountable, and efficient local government system	Governance	Municipal financial viability and management	Efficient administration and good governance	Number of risk management reports	Updated risk register	OPEX	4 Quarterly reports on risk management register submitted to the accounting officer	1 Quarter report submitted to the accounting officer	1 Quarter report submitted to the accounting officer	1 Quarter report submitted to the accounting officer	1 Quarter report submitted to the accounting officer			
A responsive, accountable, and efficient local government system	Governance	Municipal financial viability and management	Efficient administration and good governance	Bank reconciliation performed on a monthly basis	Signed Monthly bank reconciliation	OPEX	12 Signed Bank reconciliation	3 Bank reconciliation signed by the CFO	3 Bank reconciliation signed by the CFO	3 Bank reconciliation signed by the CFO	3 Bank reconciliation signed by the CFO			
A responsive, accountable, and efficient local government system	Governance	Municipal financial viability and management	Efficient administration and good governance	All suspense accounts cleared on a monthly basis	Printout of All suspense accounts showing R 0.00 balance at month end	OPEX	Cleared Suspense account	Monthly reconciliation showing that the suspense accounts are cleared	Monthly reconciliation showing that the suspense accounts are cleared	Monthly reconciliation showing that the suspense accounts are cleared	Monthly reconciliation showing that the suspense accounts are cleared			
PUBLIC PARTICIPATION AND GOOD GOVERNANCE														

PUBLIC PARTICIPATION AND GOOD GOVERNANCE

Programme Description	STRATEGIC OBJECTIVES						Unit of measurement	2018/19 BUDGET AND QUARTERLY PERFORMANCE TARGET					
	MTSF	IUDF	NKPA	FSGDS	KPI	BUDGET YEAR 2018/19		PERFORMANCE TARGET 2018/19	1 st QUARTER	2 nd QUARTER	3 rd QUARTER	4 th QUARTER	
									01 JULY – 30 SEPT 2018	01 OCT – 31 DEC 2018	01 JAN – 31 MAR 2019	01 APR – 30 JUN 2019	
Strategic Leadership programmes	A responsive, accountable, and efficient local government system	Governance	Good Governance and Public Participation	Efficient administration and good governance	Developed SDBIP 2018/19 signed by the Mayor within 28 days after approval of IDP/Budget for 2018/19	Signed SDBIP 2018/19 by the Mayor	OPEX	SDBIP 2018/19 Developed and approved within 28days	SDBIP 2018/19 Developed and approved within 28days	None	None	None	
	A responsive, accountable, and efficient local government system	Governance	Good Governance and Public Participation	Efficient administration and good governance	Publishing of SDBIP 18/19 on the website, all units and libraries within 14days after approval by the Mayor	Acknowledge ment of receipt from all units and libraries, screen dump for publication on website	OPEX	2018/19 SDBIP Published	2018/19 SDBIP Published	None	None	None	
	A responsive, accountable, and efficient local government system	Governance	Good Governance and Public Participation	Efficient administration and good governance	Developed draft Performance Agreements of Section 56 and Sec 57 Managers and submit to Mayor for approval.	Acknowledge ment of receipt and signed Draft Annual Performance Agreements of Section 56 and Sec 57 Managers from Mayor,	OPEX	Performance Agreement of Section 56 and 57 developed and approved	Performance Agreement of Section 55 and 56 developed and approved	None	None	None	
	A responsive, accountable, and efficient local government system	Governance	Good Governance and Public Participation	Efficient administration and good governance	Submitting of Final Signed Performance Agreements of Section 54 (a) and Sec 56 Managers to COGTA	Acknowledge ment of receipt from COGTA	OPEX	Submitted Final Signed Performance Agreements of Section 54 (a) and Sec 56 Managers to COGTA	Submitted Final Signed Performance Agreements of Section 54 (a) and Sec 56 Managers to COGTA	None	None	None	

Programme Description	STRATEGIC OBJECTIVES						Unit of measurement	2018/19 BUDGET AND QUARTERLY PERFORMANCE TARGET							
	MTSF	JUDF	NKPA	FSGDS	KPI	BUDGET YEAR 2018/19		PERFORMANCE TARGET 2018/19	1 st QUARTER	2 nd QUARTER	3 rd QUARTER	4 th QUARTER			
									01 JULY – 30 SEPT 2018	01 OCT – 31 DEC 2018	01 JAN – 31 MAR 2019	01 APR – 30 JUN 2019			
	A responsive, accountable, and efficient local government system	Governance	Good Governance and Public Participation	Efficient administration and good governance	Submitting of signed Performance Agreements of Section 54 (a) and Sec 56 Managers to Council for approval	Council resolution / Signed Performance Agreements	OPEX	Submitted signed Performance Agreements of Section 54 (a) and Sec 56 Managers to Council for approval	Submitted signed Performance Agreements of Section 54 (a) and Sec 56 Managers to Council for approval	None	None	None			
	A responsive, accountable, and efficient local government system	Governance	Good Governance and Public Participation	Efficient administration and good governance	Publishing of signed Performance agreements on the website	Advert on municipal website	OPEX	Published signed Performance agreements on the website	Published signed Performance agreements on the website	None	None	None			
	A responsive, accountable, and efficient local government system	Governance	Good Governance and Public Participation	Efficient administration and good governance	Number of Quarterly Performance Reports Developed and submitted to Internal Audit for review and to Council for noting	Acknowledge ment of Receipts of Performance Reports from IA.. Council Resolution.	OPEX	4 Quarterly Performance Reports developed and submit to Internal Audit for review and to Council for noting	1 Quarterly Performance Reports developed and submit to Internal Audit for review and to Council for noting	1 Quarterly Performance Reports developed and submit to Internal Audit for review and to Council for noting	1 Quarterly Performance Reports developed and submit to Internal Audit for review and to Council for noting	1 Quarterly Performance Reports developed and submit to Internal Audit for review and to Council for noting			
	A responsive, accountable, and efficient local government system	Governance	Good Governance and Public Participation	Efficient administration and good governance	Submitted Mid-year Budget and Performance assessment reports to Council (Sec 72 report) for July-Dec 2017 to Council by 25 January 2018	Council Resolution. Copy of Mid-Year Assessment Report	OPEX	Submitted Mid-year Budget and Performance assessment reports to Council (Sec 72 report) for July-Dec 2018 to Council by 25 January 2019	None	None	Submitted Mid-year Budget and Performance assessment reports to Council (Sec 72 report) for July-Dec 2018 to Council by 25 January 2019	None			

Programme Description	STRATEGIC OBJECTIVES					Unit of measurement	2018/19 BUDGET AND QUARTERLY PERFORMANCE TARGET						
	MTSF	IUDF	NKPA	FSGDS	KPI		BUDGET YEAR 2018/19	PERFORMANCE TARGET 2018/19	1 ST QUARTER 01 JULY – 30 SEPT 2018	2 ND QUARTER 01 OCT – 31 DEC 2018	3 RD QUARTER 01 JAN – 31 MAR 2019	4 TH QUARTER 01 APR – 30 JUN 2019	
	A responsive, accountable, and efficient local government system	Governance	Good Governance and Public Participation	Efficient administration and good governance	Submitted Draft Annual Report and Annual Performance Report for 2017/18 to the Auditor General by 31 st August 2018	Acknowledge ment of receipt from office of the Auditor General	OPEX	Submitted Draft Annual Report and Annual Performance Report for 2017/18 to the Auditor General by 31 st August 2018	Submitted Draft Annual Report and Annual Performance Report for 2017/18 to the Auditor General by 31 st August 2018	None	None	None	None
	A responsive, accountable, and efficient local government system	Governance	Good Governance and Public Participation	Efficient administration and good governance	Submitted Draft Annual Report 2017/18 to Council for approval	Council resolution /Copy of draft Annual Report	OPEX	Submitted Draft Annual Report 2017/18 to Council for approval	None	None	Submitted Draft Annual Report 2017/18 to Council for approval	None	None
	A responsive, accountable, and efficient local government system	Governance	Good Governance and Public Participation	Efficient administration and good governance	Assessment of final Annual Report of 2017/18 by the oversight Committee	Oversight Committee Oversight Report /Minutes and attendance register	OPEX	Assessment of final Annual Report of 2017/18 by the oversight Committee	None	None	Assessment of final Annual Report of 2017/18 by the oversight Committee	None	None
	A responsive, accountable, and efficient local government system	Governance	Good Governance and Public Participation	Efficient administration and good governance	Submission of Oversight Report and final Annual Report of 17/18	Council Resolution /Copy of Oversight Report	OPEX	Submission of Oversight Report and final Annual Report of 17/18	None	None	None	None	Submission of Oversight Report and final Annual Report of 17/18
	A responsive, accountable, and efficient local government system	Governance	Good Governance and Public Participation	Efficient administration and good governance	Publication of the final Annual Report and the Oversight reports	Newspaper / Notice /Boards	OPEX	Publication of the final Annual Report and the Oversight reports	None	None	None	None	Publication of the final Annual Report and the Oversight reports

Programme Description	STRATEGIC OBJECTIVES						Unit of measurement	2018/19 BUDGET AND QUARTERLY PERFORMANCE TARGET							
	MTSF	JUDF	NKPA	FSGDS	KPI	BUDGET YEAR 2018/19		PERFORMANCE TARGET 2018/19	1 ST QUARTER 01 JULY – 30 SEPT 2018	2 ND QUARTER 01 OCT – 31 DEC 2018	3 RD QUARTER 01 JAN – 31 MAR 2019	4 TH QUARTER 01 APR – 30 JUN 2019			
	A responsive, accountable, and efficient local government system	Governance	Good Governance and Public Participation	Efficient administration and good governance	Submission of the Annual report and the oversight report to National and Provincial Treasury, COGTA, and Free State Legislature	Proof of e - mail	OPEX	Submission of the Annual report and the oversight report to National and Provincial Treasury, COGTA, and Free State Legislature	None	None	None	Submission of the Annual report and the oversight report to National and Provincial Treasury, COGTA, and Free State Legislature			
	A responsive, accountable, and efficient local government system	Governance	Good Governance and Public Participation	Efficient administration and good governance	Number of Risk assessments conducted in all five Units	Risk Assessment Report.	OPEX	6 Risk assessments conducted in all five Units	1 Risk assessment conducted in all five Units	2 Risk assessments conducted in all five Units	2 Risk assessments conducted in all five Units	1 Risk assessment conducted in all five Units			
	A responsive, accountable, and efficient local government system	Governance	Good Governance and Public Participation	Efficient administration and good governance	Developed Risk Management Strategy that includes a Fraud Prevention Plan	Signed Risk Management Strategy/ Signed Fraud prevention plan by MM	OPEX	Develop a Risk Management Strategy that includes a Fraud Prevention Plan	Report developed and actioned	Report developed and actioned	Report developed and actioned	Report developed and actioned			
	A responsive, accountable, and efficient local government system	Governance	Good Governance and Public Participation	Efficient administration and good governance	Number of Quarterly Risk Management meetings conducted	Minutes of meeting	OPEX	4 Quarterly Risk Management meetings	1 Quarterly Risk Management meetings	1 Quarterly Risk Management meetings	1 Quarterly Risk Management meetings	1 Quarterly Risk Management meetings			
	A responsive, accountable, and efficient local government system	Governance	Good Governance and Public Participation	Efficient administration and good governance	Number of Risk Management reports developed and submitted to RMC.	Signed reports	OPEX	6 Risk Management reports developed and submitted to RMC.	1 Quarterly Risk Management report developed and	2 Risk Management reports developed and submitted to	1 Quarterly Risk Management report developed and	2 Risk Management reports developed and submitted to			

Programme Description	STRATEGIC OBJECTIVES						2018/19 BUDGET AND QUARTERLY PERFORMANCE TARGET							
	MTSF	IUDF	NKPA	FSGDS	KPI	Unit of measurement	BUDGET YEAR 2018/19	PERFORMANCE TARGET 2018/19	1 st QUARTER 01 JULY – 30 SEPT 2018	2 nd QUARTER 01 OCT – 31 DEC 2018	3 rd QUARTER 01 JAN – 31 MAR 2019	4 th QUARTER 01 APR – 30 JUN 2019		
					Management and Audit Committee for approval			Management and Audit Committee for approval	submitted to RMC, Management and Audit Committee for approval	RMC, Management and Audit Committee for approval	submitted to RMC, Management and Audit Committee for approval	RMC, Management and Audit Committee for approval		
	A responsive, accountable, and efficient local government system	Governance	Good Governance and Public Participation	Efficient administration and good governance	Conduct Fraud Prevention Workshops	Attendance Register	OPEX		Conduct Fraud Prevention Workshops	None	Conduct Fraud Prevention workshops to all employees	None	Conduct Fraud Prevention workshops to all employees	
	A responsive, accountable, and efficient local government system	Governance	Good Governance and Public Participation	Efficient administration and good governance	Monitor Departmental Audit Action Plans on issues raised by AG for 2017/18 financial year to avoid recurrence of Audit findings	Progress Report from Internal Audit to Audit Committee and Management	OPEX		Monitor Departmental Audit Action Plans on issues raised by AG for 2017/18 financial year to avoid recurrence of Audit findings	Monitor Departmental Audit Action Plans on issues raised by AG	Monitor Departmental Audit Action Plans on issues raised by AG	Monitor Departmental Audit Action Plans on issues raised by AG	Monitor Departmental Audit Action Plans on issues raised by AG	
	A responsive, accountable, and efficient local government system	Governance	Good Governance and Public Participation	Efficient administration and good governance	Number of Audit Strategic documents developed 1. Develop a risk based audit plan (RBAP) (MFMA - Section 165(2)(a)) 2. Internal Audit Charter 3. Audit Committee	Approved and signed strategic documents	OPEX		4 Audit Strategic documents developed	None	None	Draft 4 Audit Strategic documents developed	4 Audit Strategic documents developed and approved by the AO	

Programme Description	STRATEGIC OBJECTIVES						Unit of measurement	2018/19 BUDGET AND QUARTERLY PERFORMANCE TARGET				
	MTSF	JUDF	MKPA	FSGDS	KPI	BUDGET YEAR 2018/19		PERFORMANCE TARGET 2018/19	1 st QUARTER	2 nd QUARTER	3 rd QUARTER	4 th QUARTER
									01 JULY – 30 SEPT 2018	01 OCT – 31 DEC 2018	01 JAN – 31 MAR 2019	01 APR – 30 JUN 2019
					Charter 4. Developing Audit Methodology							
	A responsive, accountable, and efficient local government system	Governance	Good Governance and Public Participation	Efficient administration and good governance	Monitor and follow-up on Management comments on internal audits performed	Progress Reports	OPEX	Monitor and follow-up on Management comments on internal audits performed	Monitor Management Comments on internal Audits performed	Monitor Management Comments on internal Audits performed	Monitor Management Comments on internal Audits performed	
	A responsive, accountable, and efficient local government system	Governance	Good Governance and Public Participation	Efficient administration and good governance	Conduct Ad-hoc Audits as well consulting services	Audit report	OPEX	Conduct Ad-hoc Audits as well consulting services	Conduct Ad-hoc Audits as well as consulting services	Conduct Ad-hoc Audits as well as consulting services	Conduct Ad-hoc Audits as well as consulting services	
	A responsive, accountable, and efficient local government system	Governance	Good Governance and Public Participation	Efficient administration and good governance	Submission of Internal Audit Reports on Performance Information to Performance Audit Committee	Audit report	OPEX	Submission of Internal Audit Reports on Performance Information to Performance Audit Committee	Submit Internal Audit Reports on Performance Information to Performance Audit Committee	Submit of Internal Audit Reports on Performance Information to Audit and Performance Committee	Submit of Internal Audit Reports on Performance Information to Audit and Performance Committee	
Municipal Transformation and Institutional Development												
Strategic Leadership programmes	A responsive, accountable, and efficient local government system	Governance	Municipal Transformation and Institutional Development	Efficient administration and good governance	Review Organizational Structure and ensure sign off by the Council	Council Resolution	OPEX	Review Organizational Structure and ensure sign off by the Council	Table the Organization al before the Council for approval and sign off	None	None	None

Programme Description	STRATEGIC OBJECTIVES						Unit of measurement	2018/19 BUDGET AND QUARTERLY PERFORMANCE TARGET										
	MTSF	IUOF	NKPA	FSGDS	KPI	BUDGET YEAR 2018/19		PERFORMANCE TARGET 2018/19	1st QUARTER 01 JULY – 30 SEPT 2018				2nd QUARTER 01 OCT – 31 DEC 2018		3rd QUARTER 01 JAN – 31 MAR 2019		4th QUARTER 01 APR – 30 JUN 2019	
	A responsive, accountable, and efficient local government system						OPEX			Develop and Table the WSP before Council for approval	Council Resolution		None	None	None		Table the WSP before Council on 30 June 2019	
	A responsive, accountable, and efficient local government system	Governance	Municipal Transformation and Institutional Development	Efficient administration and good governance	Submit WSP to LGSETA	Proof of Submission and acknowledgement	OPEX		Submit WSP to LGSETA			None	None	None		Submit WSP to LGSETA on or before 30 April 2019		
	A responsive, accountable, and efficient local government system	Governance	Municipal Transformation and Institutional Development	Efficient administration and good governance	Capture and Reconcile leave on the System (Annual, Sick, Special, Study, Maternity)	Excel Leave Register and Electronic Leave Report	OPEX		Capture and Reconcile leave on the System (Annual, Sick, Special, Study, Maternity)	Capture all types of leave onto the system and reconcile them against leave register	Capture all types of leave onto the system and reconcile them against leave register	Capture all types of leave onto the system and reconcile them against leave register	Capture all types of leave onto the system and reconcile them against leave register	Capture all types of leave onto the system and reconcile them against leave register				
	A responsive, accountable, and efficient local government system	Governance	Municipal Transformation and Institutional Development	Efficient administration and good governance	Approved HR Policy	Council Resolution Approving the Policy	OPEX		HR Policy Review and tabled before Council for Approval	Conduct workshops on the HR Policy	Table the HR Policy before the Council for approval		None		None			
	A responsive, accountable, and efficient local government system	Governance	Municipal Transformation and Institutional Development	Efficient administration and good governance	Number of LLF meetings scheduled	Attendance Register and Minutes	OPEX		4 LLF Meetings	One (1) LLF meeting convened	One (1) LLF meeting convened	One (1) LLF meeting convened	One (1) LLF meeting convened					

Programme Description	STRATEGIC OBJECTIVES						2018/19 BUDGET AND QUARTERLY PERFORMANCE TARGET							
	MTSF	JUDF	MKPA	FSGDS	KPI	Unit of measurement	BUDGET YEAR 2018/19							
							PERFORMANCE TARGET 2018/19	1 st QUARTER 01 JULY – 30 SEPT 2018	2 nd QUARTER 01 OCT – 31 DEC 2018	3 rd QUARTER 01 JAN – 31 MAR 2019	4 th QUARTER 01 APR – 30 JUN 2019			
	A responsive, accountable, and efficient local government system	Governance	Municipal Transformation and Institutional Development	Efficient administration and good governance	Cascade the Performance Management System to lower levels of the Organization and develop individual Annual Performance Plans	Quarterly Assessment Report	OPEX	Cascade the Performance Management System to lower levels of the Organization and develop individual Annual Performance Plans	None	None	None	Develop Individual Performance Plans		
	A responsive, accountable, and efficient local government system	Governance	Municipal Transformation and Institutional Development	Efficient administration and good governance	Approved and Reviewed the PMS Policy to include employees at all levels and submit it to the MM for approval	Signed PMS Policy by MM	OPEX	Approved and Reviewed the PMS Policy to include employees at all levels and submit it to the MM for approval	Draft PMS Policy	Final Draft PMS Policy	Reviewed PMS policy tabled at Council for approval	None		
	A responsive, accountable, and efficient local government system	Governance	Municipal Transformation and Institutional Development	Efficient administration and good governance	Reviewed EE Plan and ensure Compliance with the EE Act and all relevant legislation	Compliance letter from Department of Labour, EE Minutes from EE Committee	OPEX	Reviewed EE Plan and ensure Compliance with the EE Act and all relevant legislation	None	Convene EE Committee to review EEP and approve it.	Submit EEP to the Department of Dol	None		
	A responsive, accountable, and efficient local government system	Governance	Municipal Transformation and Institutional Development	Efficient administration and good governance	Vetting of BTO staff and SCM / Bid Committee members/ staff	Vetting Report	OPEX	Vetting of BTO and SCM / Bid Committee members/ staff	None	None	Vetting of BTO and SCM / Bid Committee members/ staff	None		

Programme Description	STRATEGIC OBJECTIVES						Unit of measurement	2018/19 BUDGET AND QUARTERLY PERFORMANCE TARGET					
	MTSF	IUDF	MKPA	FSGDS	KPI	BUDGET YEAR 2018/19		PERFORMANCE TARGET 2018/19	1 st QUARTER 01 JULY – 30 SEPT 2018	2 nd QUARTER 01 OCT – 31 DEC 2018	3 rd QUARTER 01 JAN – 31 MAR 2019	4 th QUARTER 01 APR – 30 JUN 2019	
	A responsive, accountable, and efficient local government system	Governance	Municipal Transformation and Institutional Development	Efficient administration and good governance	Developed and Reviewed Job Descriptions for all Departments	Report to Council	OPEX	Developed and Reviewed Job Descriptions for all Departments	None	None	None	Reviewed employees job descriptions	
	A responsive, accountable, and efficient local government system	Governance	Municipal Transformation and Institutional Development	Efficient administration and good governance	Developed Overtime plan for Technical Department	Approved Overtime Plan	OPEX	Developed Overtime plan for Technical Department	Develop Overtime Plan	Monitor and Implement	Monitor and Implement	Monitor and Implement	
	A responsive, accountable, and efficient local government system	Governance	Municipal Transformation and Institutional Development	Efficient administration and good governance	Developed Customer Care Policy and submit to Council for approval.	Council Resolution	OPEX	Developed Customer Care Policy and submit to Council for approval.	None	Develop and submit Customer Care Policy to the Council for approval	None	None	
	A responsive, accountable, and efficient local government system	Governance	Municipal Transformation and Institutional Development	Efficient administration and good governance	Number of refresher Course conducted for all Customer Care Clerks on the usage of the electronic system.	Attendance Register	OPEX	2 refresher Course conducted for all Customer Care Clerks on the usage of the electronic system.	None	1 refresher Course conducted for all Customer Care Clerks on the usage of the electronic system.		1 refresher Course conducted for all Customer Care Clerks on the usage of the electronic system.	
	A responsive, accountable, and efficient local government system	Governance	Good Governance and Public Participation	Efficient administration and good governance	Number of Community Consultation/IMBIZO's conducted on the service Delivery	Attendance Register	OPEX	2 Community Consultation/IMBIZO's conducted on the service Delivery	None	1 Community Consultation/IMBIZO's conducted on the service Delivery		1 Community Consultation/IMBIZO's conducted on the service Delivery	

Programme Description	STRATEGIC OBJECTIVES						Unit of measurement	2018/19 BUDGET AND QUARTERLY PERFORMANCE TARGET																																																																																																																																																																																																																																																																																															
	MTSF	IUOF	NKPA	FSGDS	KPI	BUDGET YEAR 2018/19		PERFORMANCE TARGET 2018/19	1 ST QUARTER 01 JULY – 30 SEPT 2018				2 ND QUARTER 01 OCT – 31 DEC 2018				3 RD QUARTER 01 JAN – 31 MAR 2019				4 TH QUARTER 01 APR – 30 JUN 2019																																																																																																																																																																																																																																																																																		
	A responsive, accountable, and efficient local government system	Governance	Good Governance and Public Participation	Efficient administration and good governance	4 Ordinary Council meetings be held per annum in terms of schedule of Council meetings.	Attendance Registers	OPEX	4 Ordinary Council meetings be held per annum in terms of schedule of Council meetings.	One (1) Ordinary Council meeting held	One (1) Ordinary Council meeting held	One (1) Ordinary Council meeting held	One (1) Ordinary Council meeting held	One (1) Ordinary Council meeting held	One (1) Ordinary Council meeting held	One (1) Ordinary Council meeting held	One (1) Ordinary Council meeting held	One (1) Ordinary Council meeting held	One (1) Ordinary Council meeting held	One (1) Ordinary Council meeting held	One (1) Ordinary Council meeting held	One (1) Ordinary Council meeting held	One (1) Ordinary Council meeting held	One (1) Ordinary Council meeting held	One (1) Ordinary Council meeting held	One (1) Ordinary Council meeting held	One (1) Ordinary Council meeting held	One (1) Ordinary Council meeting held	One (1) Ordinary Council meeting held	One (1) Ordinary Council meeting held	One (1) Ordinary Council meeting held	One (1) Ordinary Council meeting held	One (1) Ordinary Council meeting held	One (1) Ordinary Council meeting held	One (1) Ordinary Council meeting held	One (1) Ordinary Council meeting held	One (1) Ordinary Council meeting held	One (1) Ordinary Council meeting held	One (1) Ordinary Council meeting held	One (1) Ordinary Council meeting held	One (1) Ordinary Council meeting held	One (1) Ordinary Council meeting held	One (1) Ordinary Council meeting held	One (1) Ordinary Council meeting held	One (1) Ordinary Council meeting held	One (1) Ordinary Council meeting held	One (1) Ordinary Council meeting held	One (1) Ordinary Council meeting held	One (1) Ordinary Council meeting held	One (1) Ordinary Council meeting held	One (1) Ordinary Council meeting held	One (1) Ordinary Council meeting held	One (1) Ordinary Council meeting held	One (1) Ordinary Council meeting held	One (1) Ordinary Council meeting held	One (1) Ordinary Council meeting held	One (1) Ordinary Council meeting held	One (1) Ordinary Council meeting held	One (1) Ordinary Council meeting held	One (1) Ordinary Council meeting held	One (1) Ordinary Council meeting held	One (1) Ordinary Council meeting held	One (1) Ordinary Council meeting held	One (1) Ordinary Council meeting held	One (1) Ordinary Council meeting held	One (1) Ordinary Council meeting held	One (1) Ordinary Council meeting held	One (1) Ordinary Council meeting held	One (1) Ordinary Council meeting held	One (1) Ordinary Council meeting held	One (1) Ordinary Council meeting held	One (1) Ordinary Council meeting held	One (1) Ordinary Council meeting held	One (1) Ordinary Council meeting held	One (1) Ordinary Council meeting held	One (1) Ordinary Council meeting held	One (1) Ordinary Council meeting held	One (1) Ordinary Council meeting held	One (1) Ordinary Council meeting held	One (1) Ordinary Council meeting held	One (1) Ordinary Council meeting held	One (1) Ordinary Council meeting held	One (1) Ordinary Council meeting held	One (1) Ordinary Council meeting held	One (1) Ordinary Council meeting held	One (1) Ordinary Council meeting held	One (1) Ordinary Council meeting held	One (1) Ordinary Council meeting held	One (1) Ordinary Council meeting held	One (1) Ordinary Council meeting held	One (1) Ordinary Council meeting held	One (1) Ordinary Council meeting held	One (1) Ordinary Council meeting held	One (1) Ordinary Council meeting held	One (1) Ordinary Council meeting held	One (1) Ordinary Council meeting held	One (1) Ordinary Council meeting held	One (1) Ordinary Council meeting held	One (1) Ordinary Council meeting held	One (1) Ordinary Council meeting held	One (1) Ordinary Council meeting held	One (1) Ordinary Council meeting held	One (1) Ordinary Council meeting held	One (1) Ordinary Council meeting held	One (1) Ordinary Council meeting held	One (1) Ordinary Council meeting held	One (1) Ordinary Council meeting held	One (1) Ordinary Council meeting held	One (1) Ordinary Council meeting held	One (1) Ordinary Council meeting held	One (1) Ordinary Council meeting held	One (1) Ordinary Council meeting held	One (1) Ordinary Council meeting held	One (1) Ordinary Council meeting 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Council meeting held	One (1) Ordinary Council meeting held	One (1) Ordinary Council meeting held	One (1) Ordinary Council meeting held	One (1) Ordinary Council meeting held	One (1) Ordinary Council meeting held	One (1) Ordinary Council meeting held	One (1) Ordinary Council meeting held	One (1) Ordinary Council meeting held	One (1) Ordinary Council meeting held	One (1) Ordinary Council meeting held	One (1) Ordinary Council meeting held	One (1) Ordinary Council meeting held	One (1) Ordinary Council meeting held	One (1) Ordinary Council meeting held	One (1) Ordinary Council meeting held	One (1) Ordinary Council meeting held	One (1) Ordinary Council meeting held	One (1) Ordinary Council meeting held	One (1) Ordinary Council meeting held	One (1) Ordinary Council meeting held	One (1) Ordinary Council meeting held	One (1) Ordinary Council meeting held	One (1) Ordinary Council meeting held	One (1) Ordinary Council meeting held	One (1) Ordinary Council meeting held	One (1) Ordinary Council 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Programme Description	STRATEGIC OBJECTIVES						2018/19 BUDGET AND QUARTERLY PERFORMANCE TARGET					
	MTSF	IUDF	MKPA	FSSGS	KPI	Unit of measurement	BUDGET YEAR 2018/19	PERFORMANCE TARGET 2018/19	1 st QUARTER 01 JULY - 30 SEPT 2018	2 nd QUARTER 01 OCT - 31 DEC 2018	3 rd QUARTER 01 JAN - 31 MAR 2019	4 th QUARTER 01 APR - 30 JUN 2019
	A responsive, accountable, effective and efficient local government system	Governance	Good Governance and Public Participation	Efficient administration and good governance	Implement Council Resolutions and keep an updated Council Resolution Register r44a	Signed Councils Resolution / Execution list by Directors and MM.	OPEX	Implement Council Resolutions and keep an updated Council Resolution Register	Develop Council Resolution Register and submit it to Council for consideration	Develop Council Resolution Register and submit it to Council for consideration	Develop Council Resolution Register and submit it to Council for consideration	Develop Council Resolution Register and submit it to Council for consideration
	A responsive, accountable, effective and efficient local government system	Governance	Municipal financial viability and management	Efficient administration and good governance	Reviewed ICT Security Policy and submit to Council for approval	Signed IT Security Policy and Council resolution	OPEX	Reviewed ICT Security Policy and submit to Council for approval			Reviewed ICT security policy submitted to council for consideration	Reviewed ICT security policy submitted to council for approval
	A responsive, accountable, effective and efficient local government system	Governance	Municipal financial viability and management	Efficient administration and good governance	Completed ICT Infrastructure Assessment and Capability for all 5 Towns	ICT Infrastructure Assessment Report	OPEX	Completed ICT Infrastructure Assessment and Capability for all 5 Towns		ICT infrastructure assessment conducted and report submitted to management for consideration		
	A responsive, accountable, effective and efficient local government system	Governance	Municipal financial viability and management	Efficient administration and good governance	Renovated & Upgraded the server room	Appointment of a service provider	OPEX	Renovated & Upgraded the server room				Server room renovated and upgraded
	A responsive, accountable, effective and efficient local government system	Governance	Municipal financial viability and management	Efficient administration and good governance	Reviewed ICT Security Policy and submitted to Council for approval	Signed IT Security Policy and Council resolution	OPEX	Reviewed ICT Security Policy and submitted to Council for approval			Reviewed ICT security policy submitted to council for consideration	Reviewed ICT security policy submitted to council for approval

7. Capital projects and budget for 2018/19 – 2020/21 per ward
 F/S161 Leseemeng - Supporting Table SABS Detailed capital budget

Municipal Vote/Capital project	Ref	Program/Project description	Project number	IPF Goal code	Individually Approved (Yes/No)	Asset Class	Asset Sub-Class	GPS co-ordinates	Total Project Estimate	Prior year outcomes		2018/19 Medium Term Revenue & Expenditure Framework			Project information	
R thousand										Audited Outcome 2016/17	Current Year 2017/18 Full Year Forecast	Budget Year 2018/19	Budget Year +1 2019/20	Budget Year +2 2020/21	Ward location	New or renewal
Parent municipality																
Let all capital projects project by Municipal Vote																
Solid Waste	Waste Water Works	Upgrading of Waste Disposal Site	MS158675		Yes	Solid Waste Infrastructure	Landfill Sites	29 386° S, 24 592° E				902	3 959	243		Renewal
	Sports and Recreation	Upgrading of Waste Water Treatment Works	MS207397		Yes	Sanitation Infrastructure	Waste Water Treatment Works	29 133° S, 24 174° E				1 093	52			Renewal
	Road Transport	Construction of new Sports Facility			Yes	Sport and Recreation Facilities	Outdoor Facilities	29 390° S, 24 590° E				1 597	80			New
	Waste Water Works	Upgrading of 22 km paved road at storm water	MS209658		Yes	Roads Infrastructure	Roads					508				Renewal
	Sports and Recreation	Construction of waterborne sanitation	MS240177		Yes	Sanitation Infrastructure	Waste Water Treatment Works					3 024	415			Renewal
	Road Transport	Upgrading of New Sports Facility	MS240794		Yes	Sport and Recreation Facilities	Outdoor Facilities					555	145			Renewal
	Sports and Recreation	Upgrading of 8 km access paved road	MS266673		Yes	Roads Infrastructure	Road Structures					7 472	800			Renewal
	Solid Waste	Upgrading of Sports Facility			Yes	Sport and Recreation Facilities	Outdoor Facilities					12 510	555			Renewal
	Water Management	Construction of new solid waste landfill site			Yes	Solid Waste Infrastructure	Landfill Sites					10 472				Renewal
	Water Management	Installation of 2000 water meters			Yes	Water Supply Infrastructure	Unimproved						1 245			
Waste Water Works	Construction of water reticulation for 540 stands			Yes	Water Supply Infrastructure	Water Treatment Works							6 356			New
	Upgrading of Waste Water Treatment Works			Yes	Sanitation Infrastructure	Waste Water Treatment Works							4 257			Renewal
Parent Capital expenditure	1											28 632	16 292	16 908		
Entity																
Let all capital projects project by Entity																
Entity A																
Water project A																
Entity B																
Electricity project B																
Entity Capital expenditure																
Total Capital expenditure												28 632	16 292	16 908		

8. Conclusion

The SDBIP is a key management, implementation and monitoring tool, which provides operational content to the end-of-year service delivery targets set in the budget and IDP. It determines the performance agreements for the municipal manager and all top managers, whose performance can then be monitored through Section 71 monthly reports, and evaluated through the annual report process.